Government of
Saskatchewan

2005-2006
Annual Report

Saskatchewan
Northern
Affairs

Table of Contents

2007-00043

Letters of Transmittal 2

Introduction 3

Who We Are 4

2005-06 Results at a Glance 6

2005-06 Performance Results 7

- Goal 1 – Self-reliant residents and communities in the North 7
- Goal 2 – A viable and sustainable northern economy 14
- Goal 3 – Responsive and effective government in the North 17

2005-06 Financial Results 22

For More Information 23

Appendix A: Northern Administration District Map 24

Appendix B: Glossary 25

Appendix C: Organizational Chart 28

Appendix D: Performance Measure Matrices 29

This annual report is also available in electronic format from the department's web site at http://www.northern.gov.sk.ca

Letters of Transmittal

The Honourable Gordon Barnhart
Lieutenant Governor of Saskatchewan
Province of Saskatchewan

May it please Your Honour:

Tansi. Edlanete. It is my honour to respectfully submit the Annual Report of Saskatchewan Northern Affairs for the fiscal year ending March 31, 2006.

Joan Beatty
Minister of Northern Affairs

Honourable Joan Beatty
Minister of Northern Affairs

Dear Minister :

I have the honour of submitting the Annual Report of Saskatchewan Northern Affairs for the fiscal year ending March 31, 2006.

Respectfully submitted,

Al Hilton
Deputy Minister
Northern Affairs

Introduction

Saskatchewan Northern Affairs' (SNA) *2005-06 Annual Report* describes the department's results for the key actions and performance measures published in our *2005-06 Performance Plan*,[1] released in March 2005. The results are also associated with key actions included in the *Budget and Performance Plan Summary for 2005-06*,[2] the government-wide plan released with the 2005-06 budget.

Reporting on financial and performance actual year-end results compared to SNA's *2005-06 Performance Plan* increases accountability to the citizens we serve and improves their ability to assess our performance. Next year, 2006-07 actual year-end performance results will be compared to the department's *2006-07 Performance Plan*[3] released with the provincial budget on April 6, 2006.

Improvements in SNA's Annual Report are tied to the continued implementation of government's system of planning, measuring and reporting.

[1] http://www.northern.gov.sk.ca/docs/publications/performplan05_06.pdf
[2] http://www.gov.sk.ca/finance/budget/budget05/budgetsummary.pdf
[3] http://www.northern.gov.sk.ca/docs/publications/performplan06_07.pdf

Who We Are

Mandate

The mandate of the Department is to promote the social and economic development of northern Saskatchewan communities in partnership with the federal government and northern communities by supporting regional development and development of businesses and industries, and co-ordinating government activities in the Northern Administration District (NAD) of Saskatchewan.

A map of the NAD is found in Appendix A.

Vision

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

Overall Responsibilities

- Deliver economic development programming and services in the Northern Administration District;
- Assist the development of key sectors of the northern economy (e.g. mining, forestry, tourism, fisheries);
- Develop policies and advise provincial government departments on responses to initiatives and issues in the North;
- Broker and co-ordinate responses and initiatives among departments, communities and industry to resolve issues and to better capture northern opportunities;
- Advise the provincial government regarding communication with northerners;
- Lead the cross-governmental Northern Strategy and co-ordinate interdepartmental activities;
- Administer northern mineral surface leases; and,
- Manage the Northern Saskatchewan Environmental Quality Committee (NSEQC) program and support the Northern Mines Monitoring Secretariat (NMMS) that monitors northern uranium mining activities.

Programs and Services Delivered

The department's major programs and services are highlighted below. For more information, refer to Appendix B: Glossary.

Northern Strategy Leadership and Coordination – SNA co-ordinates and provides logistical and administrative support to the Northern Strategy Committees, and monitors the results. SNA works with 13 departments and agencies in advancing the Northern Strategy.

Northern Development Accord and Agreement – In conjunction with federal government and northern partners, SNA plans and leads the delivery of investments under the Northern Development Agreement (NDA) on behalf of the provincial government.

Northern Policy/Program Advisory, Advocacy, and Communication Services – SNA provides advice and assistance to other departments in the development of strategies, policies, plans, programs and services to ensure northern interests are considered. SNA is involved in provincial cross-governmental and inter-departmental strategies and initiatives and provides communications on initiatives beyond the scope of the department's core programs, including those offered by other departments.

Northern Development Fund (NDF)– This fund stimulates and supports economic and business development in northern Saskatchewan. The fund provides:

1) commercial loans to northern business;
2) primary production loans to trappers, commercial fishers and wild rice growers;
3) grants for marketing, research, organizational development, business skills training, and support to northern youth entrepreneurs.

Regional Planning – SNA provides organizational, technical and advisory support to five Regional Development Corporations (RDCs), including their budgets, development of operating plans, and projects. SNA provides strategic assistance to economic sector associations, actively participates in forums representing economic and business development interests in northern Saskatchewan, and refers clients to other services when necessary.

Who We Are

Business Support Services – SNA provides business support services to northern entrepreneurs, businesses, co-operatives, community development corporations and other organizations. These services include identification and evaluation of business opportunities, assisting business plan development, organizational development, management counseling, business skills training and other advisory services.

Co-op Development Support Services – SNA assists northern co-operatives in planning and development, establishment of policies, legislative compliance, and key sector strategies. As part of the provincial fisheries strategy, SNA provides support for the re-organization and revitalization of commercial fisheries co-operatives.

Commercial Fishing Freight Subsidy and Price Support – SNA provides financial support for the commercial fishing industry in northern Saskatchewan through two components - a freight subsidy and a price support mechanism.

Mineral Surface Lease Agreements – With other provincial departments and mining companies, SNA negotiates and administers Surface Lease Agreements for northern mines.

Northern Mines Monitoring Secretariat (NMMS) – Chaired by SNA, the NMMS is dedicated to acquiring and disseminating information about Saskatchewan's uranium mining industry. It co-ordinates the industry-monitoring activities of the Northern Saskatchewan Environmental Quality Committee (NSEQC).

Structure and Organization

As of March 31, 2006, SNA had a total staff complement of 41.0 full-time equivalents (FTEs). The Department has two permanent offices (La Ronge and Regina) and three field offices (Creighton, Buffalo Narrows and Saskatoon).

SNA has five units: (1) Communications; (2) Northern Development Fund; (3) Planning and Financial Management; (4) Regional Development; and, (5) Resource and Industry Development.

Please refer to Appendix C for SNA's organizational chart.

2005-06 Results at a Glance

Summary of Performance Results

The department has made progress on the many challenges facing northerners in 2005-06. Highlights of significant results and areas to strengthen are presented here:

Key Results:

✓ *Good results*

⊘ *Areas to strengthen (performance less than expected in 2005-06)*

Self-Reliant Residents and Communities in the North

- ✓ Maintained representation of approximately 75% of northern communities and all northern regions on SNA boards and committees.
- ✓ Approved 16 commercial loans and 32 primary production loans for a total of $2.088 million through the NDF, an increase of almost $1 million over the previous year.
- ✓ Approved 31 NDF grants for a total of $211,659.
- ✓ NSEQC formally intervened on three occasions in Canadian Nuclear Safety Commission hearings on uranium mine/mill operating/development approvals, and provided input on all uranium mining provincial operating license renewal applications dealt with in 2005-06.
- ✓ The mandate of the NSEQC was renewed for a third five-year term.
- ✓ Discussed youth entrepreneurship, the NDF program and business services offered by SNA at 22 community events that included significant youth attendance.
- ⊘ Commenced evaluations of NDF loan program and Commercial Fish Transportation Subsidy and Price Support Program, and carried them forward for completion in 2006-07.

A Viable and Sustainable Northern Economy

- ✓ Approved investment of $5.28 million for 20 projects under the Northern Development Agreement, representing over 26% of the $20 million available under this five-year agreement.
- ✓ Continued to work with Jans Bay, Cole Bay, Beauval and Ile-a-la Crosse and federal government representatives in the development of a $19.5 million Primrose Lake economic development package.
- ⊘ Deferred evaluation of the Northern Procurement Policy to 2006-07 due to limited resources and other priorities.

Responsive and Effective Government in the North

- ✓ Secured commitment from the federal government to cost-share the $24.6 million clean-up of abandoned uranium mine/mill sites in northern Saskatchewan.
- ✓ Produced one *Northern Focus* newsletter and 36 *Northern Focus* radio programs.
- ✓ Responded in a timely fashion to industry requests regarding administration of mineral surface lease agreements.
- ✓ Worked with the Creighton Regional Development Corporation on the development of a non-timber forest products (NTFP) research lab.
- ⊘ Pursued opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development.

Summary of Financial Results

In 2005-06, SNA's budget was $5.48 million. SNA's total expenditures for 2005-06 were $5.18 million, or almost $300,000 less than budget.

The variance was predominantly due to under-spending in the Commercial Fishing Price Support and Freight Subsidy Program and the NDF loan loss provision being lower than budgeted.

SNA's revenue budget was $409,880, compared to actual revenue of $514,884 in 2005-06. The variance was primarily due to greater interest recovered from the NDF loan program.

As of March 31, 2006, the department had a total staff complement of 41.0 FTEs.

2005-06 Performance Results

SNA's annual results contribute to the achievement of the department's long-term goals and objectives. By regularly assessing progress on key actions and performance measures, the department can address risks and challenges. SNA reviews its key actions on a semi-annual basis.

The key actions originally presented in our 2005-06 plan are listed below, followed by a report on actual progress for each. Actual results information is included for all key actions and performance measures that were published in our *2005-06 Performance Plan*, as well as for all commitments related to SNA in the government-wide *2005-06 Performance Plan Summary*.

Further information about the department's *2005-06 Performance Plan* is available at http://www.northern.gov.sk.ca/docs/publications/performplan05_06.pdf .

Goal 1 - Self-reliant residents and communities in the North

Objective 1 - Greater involvement of northerners in influencing decisions regarding northern development

It is important that northerners express their viewpoints regarding decisions that affect them, that development in the North reflects their needs, and that they are active participants in economic development to shape their own future.

During 2005-06, SNA made steady progress to advance this objective. All regions in the North continue to be represented on SNA's boards and committees. The continued effectiveness of the NSEQC program led to its renewal for another five-year term. Attendance rates for the Northwest Regional Development Council were less than expected, and SNA will examine options to improve northwest communities' participation in regional development.

Key Results

Target and co-ordinate industry and federal-provincial regulator technical information sessions for volunteer NSEQC representatives to increase their understanding of continually evolving technological and regulatory requirements in uranium mining. [2005-06 planned result]

- Industry partners hosted an Ecological Risk Assessment workshop in June 2005.
- NMMS held an orientation for newly-appointed members in February 2006.
- NMMS arranged a demonstration on the operation of the Rabbit Lake in-pit tailings management facility in March 2006.

At the request of federal and provincial regulators, industry and northerners, co-ordinate and facilitate public consultations with the NSEQC on proposed northern uranium mining developments and project operating approvals. [2005-06 planned result]

- NSEQC representatives participated in a total of 19 events in 2005-06, including three Canadian Nuclear Safety Commission (CNSC) hearings and 11 northern mine site visits.
- The committee was introduced to three new projects in 2005-06: Midwest Joint Venture Development, McClean Lake Ferric Sulphate Plant and Transportation of Uranium-Rich Solution from McClean Lake to Rabbit Lake.
- The committee provided input on the proposed new provincial policy to address long-term care and maintenance of reclaimed uranium mine/mill sites on northern Crown lands.
- The mandate of the NSEQC was renewed for a third five-year term in September 2005. This renewal was followed by the appointment of 32 primary and 37 alternate representatives.

Provide technical support and advice to northern economic development boards and committees for better decision-making (e.g. Northern Review Board, Northwest Regional Development Council, regional development corporations and the Northern Development Board Corporation). [2005-06 planned result; *2005-2006 Performance Plan Summary*]

Regional Development Corporations (RDCs)

- Provided $264,000 in operational funding to five regional development corporations.
- Continued working with the Creighton Regional Development Corporation on the development of a world-leading research lab for non-timber forest products (NTFP), which will also provide education, training and employment opportunities in Northern Saskatchewan.
- Provided ongoing technical support to the RDCs.

2005-06 Performance Results

Northern Review Board

- Continued to provide technical support and recommendations to the Northern Review Board, through nine meetings to discuss 15 loans.

Northwest Regional Development Council (NWRDC)

- Continued to work with the NWRDC to implement the recommendations in the *Westside Priorities and Recommendations Report* of 2004.
- Recruited four new members to the NWRDC.

Northern Development Board Corporation (NDBC)

- By representing Government on the Tripartite Management Committee (TMC), provided technical support for and input into NDBC decisions, and made recommendations on proposals made to the NDA. Indirectly, this enhances northerners' capacity in planning and decision-making.
- As part of the TMC, reviewed 40 proposals with a total proposed value of $13.9 million in 2005-06, a decrease from 2004-05, when 48 proposals worth a total of $18.1 million were reviewed.
- Provided an additional $50,000 to the NDBC for administrative and technical support.

Additional Results

- Facilitated meetings with the Northern Village of La Loche, the Clearwater River Dene Nation, and provincial departments to undertake an integrated economic development / land use planning process in the Clearwater-La Loche area.

Measurement Results

Percentage of representatives attending meetings

- ***Environmental Quality Committee (NSEQC)***
- ***Northern Review Board (NRB)***
- ***Northwest Regional Development Council (NWRDC)***

	2003-04 Baseline	2004-05 Actual Results	2005-06 Actual Results
NSEQC	77%	79%	70%
NRB	64%	63%	64%
NWRDC	74%	48%	36%

Source: SNA committee/board records

SNA's three advisory committees were established to give northerners an opportunity to provide input into SNA's programming and developments in the North. The measure reflects northerners' involvement in planning and decision-making processes; higher rates may indirectly reflect satisfaction with the committee.

In 2005-06, on average, 70% of NSEQC representatives attended meetings, a reduction from 79% in 2004-05. The NSEQC continues to build northerners' capacity to more meaningfully oversee uranium mine developments. Large travel distances and severe weather conditions on meeting dates may have contributed to the reduction in attendance.

NRB attendance results are consistent with last year's results (up from 63% to 64%).

Attendance for the NWRDC continued to decline in 2005-06, to an average of 36%. Given this trend, and the expiry of the council's mandate on September 30, 2006, SNA will explore options to ensure northwest communities continue to be represented in regional development.

The greatest attendance challenges continue to be the North's vast geographic area (including associated travel costs and time) and committee members' competing priorities (work, business and family commitments).

Percentage of uranium mining provincial operating license renewal applications that receive NSEQC input

Year	%
Baseline: 2002-03	100%
2003-04	100%
2004-05	100%
2005-06	100%

Source: Northern Mines Monitoring Secretariat records

The Province of Saskatchewan requests NSEQC input into uranium operating license renewals. In 2005-06, 100% of these applications received NSEQC input, consistent with the previous three years' results. The measure demonstrates that the NSEQC continues to be recognized as a valuable committee to be consulted, resulting in its mandate being renewed for a third five-year term in September 2005. This was followed by

2005-06 Performance Results

the appointment of 32 primary and 37 alternate representatives from among nominations received from 32 northern impact communities.

SNA has a moderate level of influence over this measure. The department can advocate the NSEQC's involvement in the processes, but does not have full control of the invitations extended to the NSEQC to provide input. The NSEQC model of stakeholder participation into uranium development is held in high regard by jurisdictions around the world.

Number of northern stakeholder representatives on key committees

Representatives on Committees[4]

	03-04	04-05	05-06
Northern Review Board (NRB)	7/9	9/9	9/9
Northern Development Board Corporation	12/12	10/12	12/12
Northern Saskatchewan Environmental Quality Committee (NSEQC)	30/32	32/32	32/32
Northwest Regional Development Council (NWRDC)	15/15	12/15	13/15
Regional Development Corporations (RDCs)			
Athabasca Economic Development and Training Corporation (AEDTC)	7/7	7/7	7/7
Central Cree Economic Development Corporation (CCEDC)	6/6	6/6	6/6
Creighton Regional Development Corporation (CRDC)	7/7	7/7	7/7
Northeast Development Association (NEDA)	5/5	4/4	4/4
Woodlands and Waterways Regional Development Corporation (WWRDC)	6/6	4/6	6/6

Source: Saskatchewan Northern Affairs

In 2005-06, approximately 75% of northern communities, and all northern regions (Athabasca, central, east and west) were represented on key boards and committees, similar to 2004-05 results. Stakeholder boards and committees provide northern communities opportunities to be involved in matters that affect them.

The matrix in Appendix D allows SNA to identify potential gaps in representation. The number of representatives on each committee has remained similar from year to year.

[4] Number of committee positions occupied at the end of each fiscal year.

Objective 2 – Northerners have access to financing, business, and employment opportunities

Many northerners face barriers that have the potential to impede their participation in the northern economy. Barriers can include: 1) limited mobility due to high transportation costs and the remoteness of communities; 2) insufficient workplace experience and training; or, 3) inability to acquire equity and/or financing. With access to financial support, business advice and other similar programs, northerners can better participate in the economy, leading to increased self-reliance.

On the positive side, mineral exploration and commodity prices remained very strong in 2005-06, contributing to continued growth in this sector.

However, the commercial fishing industry faced increased costs, lower prices and a low volume catch. The forest industry continued to struggle with the United States softwood lumber dispute, and news of the closure of the Weyerhaeuser plant in Prince Albert.

Despite these challenges, SNA continued to advance this objective through the NDF loan program. In fact, the department had to seek an increase in available loan capital in order to meet demand, as total approved loans were 87.7% higher than the previous year.

One-hundred percent of available NDF grant funds were approved in 2005-06, compared to 92% in 2004-05 and 83% in 2003-04.

Utilization of the Commercial Fishing Freight Subsidy and Price Support Program dropped to 60% of available funding, down from 69% in 2004-05, due largely to the continued challenges for fishers previously mentioned.

Key Results

Provide business and management consulting advice to potential NDF clients to support their business initiatives and help them to acquire financing. (Also contributes to Goal 2, Objective 2) [2005-06 planned result]

- Advised 74 clients on a diverse range of projects, including:
  - Pinehouse Business North Development and other stakeholders, to assess the feasibility of a limestone mine near Pinehouse;

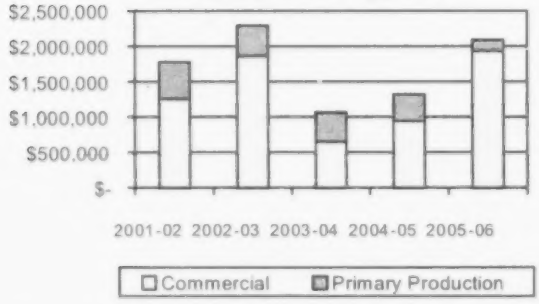
2005-06 Performance Results

- Peter Ballantyne Cree Nation and their private partners, on a proposed graphite mine at Southend;
- Creighton Regional Development Corporation, regarding opportunities and research into burbot liver oil; and,
- Anglin Lake-La Ronge Natural Gas Committee, in pursuit of natural gas services to the La Ronge area.

Provide financial assistance in the form of NDF loans and grants to northern businesses, individuals, municipalities, First Nations and primary producers (fishing, trapping, wild rice) to stimulate business and economic development and entrepreneurship in the NAD. (Also contributes to Goal 2, Objective 2). [2005-06 planned result; *2005-2006 Performance Plan Summary*]

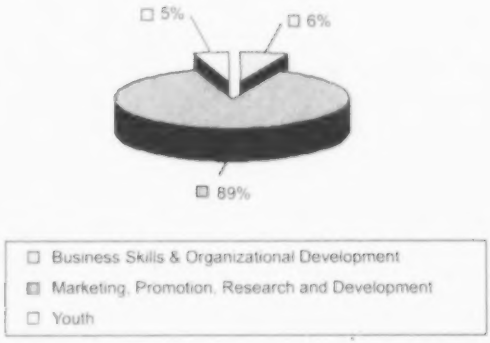
- Approved 16 commercial loans totalling $1.934 million and 32 primary production loans totalling $154,440, for total loans of $2.088 million. The funds approved in 2005-06 increased from 2004-05 by almost $1 million or 87.7%. This figure exceeds the original loan funds available, and SNA had to seek an increase in loan capital in order to meet demand.

Total NDF Loans Approved: 5 years (2001-02 to 2005-06)



- The increase in loans was largely due to increased demand in the forestry sector and increased construction activity.
- SNA disbursed $1.759 million of the $2.5 million in loan capital.
- Approved 31 NDF grants for a total of $211,659 compared to 33 grants for $225,170 in 2004-05.
- SNA disbursed $180,418 of the $205,000 available for NDF grants.

2005-06 NDF Grants Approved by Grant Type



Provide proactive "after care service" to NDF loan clients to increase the long-term success of NDF-funded business ventures. (Also contributes to Goal 2, Objective 2) [2005-06 planned result]

- SNA continued to provide after care services to loan clients, including:
- regular contact by telephone and letter to provide financial advice and assist with problem resolution;
- follow-up visits to communities and clients for technical support and assistance when applying for new loans.

Assist commercial fishers by providing transportation subsidies for hauling fish to processing plants. [2005-06 planned result]

- Five hundred and sixty (560) fishers received $231,000 from the Commercial Fishing Price Support and Freight Subsidy Program, a decrease of 99 fishers and $34,000 from 2004-05, due to increased costs, lower fish prices and a lower volume catch.

2005-06 Performance Results

Subject to confirmation of a federal funding commitment towards the planned clean-up of abandoned northern uranium mine sites, use established northern forums (e.g., NLMC, NDBC/NDA) and contact networks to continue to promote awareness and interest in pursuing multi-party development of northern capacity to serve a growing range of 'environmental service' needs of the northern public and private sectors. [2005-06 planned result]

- Northern Affairs, with SIR and SRC, continued to apprise northerners of progress towards the clean-up through NSEQC meetings as well as updates at other venues such as the NLMC quarterly meetings.

With the Public Service Commission, conduct an evaluation of the effectiveness of the Northern Hire Policy. (Carry over from 2004-05) [2005-06 planned result]

- Commenced in 2004-05, but has been deferred to 2006-07 due to limited resources and other priorities.

Conduct a program evaluation of the loan component of the NDF, recommend improvements to the program and implement changes. (Carry over from 2004-05) [2005-06 planned result]

- Commenced project planning, research, preliminary issue analysis and internal department consultations. SNA will continue to work on this program evaluation in 2006-07, which will include stakeholder consultations.

Promote business development, entrepreneurship and employment to youth in the North by attending and/or supporting various forums such as job fairs and business conferences. [2005-06 planned result]

- Supported the "Tourism Ready to Work" program with the Saskatchewan Education Tourism Council; 18 students attended the first session in La Ronge. More sessions are planned for 2006-07 in Stony Rapids, Creighton and Beauval.
- Delivered workshop on the NDF program and SNA's business services to four West Side communities, including at the the Ile-a-la Crosse Youth Conference in August 2005.
- Delivered "Introduction to Entrepreneurship", a *Youth Opportunities Unleashed* workshop, to a group of students from Stanley Mission.
- Discussed youth entrepreneurship, the NDF program and business services offered by SNA at 22 community events, including:
  - 13 presentations/workshops (all of which had youth in attendance);
  - six presentations to post-secondary institutions/ business classes;
  - three forums focused on youth.
- Participated in the Inter-provincial Association on Native Employment symposiums in Ile-a-la Crosse and La Ronge.

Evaluate and monitor the effectiveness of the Northern Fish Transportation Subsidy and Price Support Program. [2005-06 planned result]

- Commenced project planning and preliminary research. SNA will continue to work on this program evaluation in 2006-07, which will include stakeholder consultations.

Continue to support the Saskatchewan Co-operative Fisheries Ltd. (SCFL) in their effort to establish a fish processing facility in Prince Albert. (Also contributes to Goal 2) [2005-06 planned result]

- Led an inter-departmental committee's comprehensive review of the commercial fishing industry. SCFL endorsed the review and its recommendations and moved into the implementation phase.
- Provided financial support to SCFL to assist with a preliminary market review. SCFL is now proceeding with a comprehensive market assessment and updated business plan to develop a Saskatchewan-based fish processing and marketing operation.
- SNA continues to provide technical advisory support and assistance to the SCFL and to the commercial fishing industry.

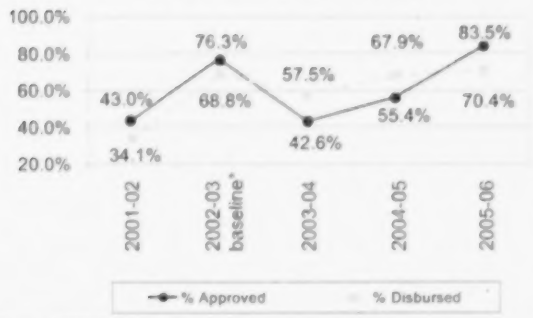
2005-06 Performance Results

Measurement Results

Percentage of NDF funding utilized
- ***Loans***
- ***Grants***

This measure shows the extent to which northerners are accessing the NDF loan and grant funds, allowing the department to determine if services/program delivery need to be strengthened.

% NDF Loan Funds Utilized

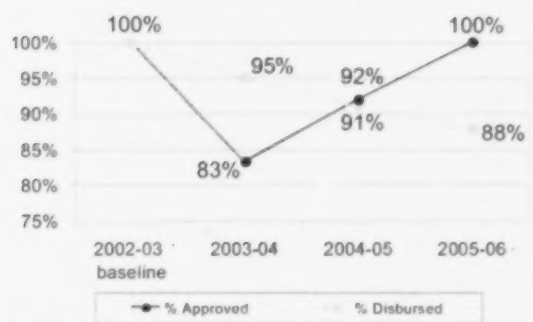


Source: NDF loan program

Faced with increased demand in 2005-06, SNA received approval for an increase in available loan capital from $2 million to $2.5 million. NDF loans worth $2.088 million were approved compared to $1.108 million in 2004-05. The NDF loan program utilized 104% of its original budgeted loan capital and 83.5% of its expanded capital, compared to 55.4% of its capital in 2004-05.

The increased demand was prompted by requests from the forestry sector and increased construction activity.

% NDF Grant Funds Utilized



Source: NDF loan program

A review of the NDF loan program, started in 2005-06 and to be completed 2006-07, will determine if further program improvements are possible.

One hundred percent (100%) of NDF grant program funds were approved, compared to 92% in 2004-05 and 83% in 2003-04. However, actual NDF grant funds disbursed continued their decline to 88%, down from 91% the previous year and 100% four years ago.

SNA's influence over actual disbursements is limited to ensuring applicants intend to fully utilize funds and that projects are completed by March 31 of each fiscal year.

The amount of NDF grant funds available decreased to $205,200 from $245,000 in 2004-05.

Number of estimated person years of employment created or maintained through the assistance of the Northern Development Fund per $100,000 loan funds provided overall

- ***Commercial loans***
- ***Primary production loans***

Estimated Person Years of Employment Created/Maintained per $100,000 NDF loan funds provided		
Year	Commercial	Primary Production
Baseline: Sept. 30, 2003	6	16
2003-04 year-end	5	18*
2004-05	10	13.6
2005-06	11	20

Primary Production Conversion Rates (assumptions):
Wild Rice: one job created/maintained = 0.25 person yrs. of employment
Trapping: one job created/maintained = 7/12 person yrs of employment
Fishing: one job created/maintained = 0.5 person yrs of employment

* corrected from 2003-04 Annual report to reflect seasonal nature of primary industries

Source: Saskatchewan Northern Affairs

The NDF loan program provides loans to primary producers and northern entrepreneurs/businesses; a potential spin-off is the creation or maintenance of full-time, part-time or seasonal jobs. SNA tracks the estimated number of person years of employment[5] created or maintained per $100,000 loan funds provided. This measure demonstrates,

[5] For the "person years of employment" definition, please view SNA's 2005-06 Performance Plan, available online at: http://www.northern.gov.sk.ca/docs/publications/performplan05_06.pdf

2005-06 Performance Results

in part, the NDF's contribution to the labour economy.

In 2005-06, the NDF commercial loan program helped create/maintain 11 person years of employment per $100,000 compared to 10 in 2004-05. The NDF primary production loan program helped create/maintain 20 person years of employment per $100,000 compared to 13.6 in 2004-05.

The sustainability of primary producing operations and commercial businesses are influenced by the strength of various sectors and economic forces. For example, the United States softwood lumber dispute has resulted in challenges for the forestry and transportation industries.

Amount of government federal/provincial/ municipal funding secured for co-ops

Year	Amount secured
2002-03 (baseline)	$0
2004-05	$2,151,000*
2005-06	$0

* $2.05 million of this funding is conditional on projects going ahead: (1) Co-op housing unit in La Ronge ($1.3 million); and (2) Fish processing facility in Prince Albert.

SNA provides support services to new and existing co-operatives. SNA assists co-operatives to secure federal, provincial and municipal funding, and this measure demonstrates SNA's impact on co-ops through various funding sources.

In 2005-06, co-ops were unable to secure funding outside SNA.

Work also continued on the conditional component of funding secured in 2004-05 ($2.05 million). This includes: (1) Working with Saskatchewan Housing Corporation on a new co-op housing unit to be built in La Ronge ($1.3 million); and (2) Working with SCFL on the establishment of a fish processing facility in Prince Albert, SK ($750,000).

Number of fishers provided with subsidy payments

Number of fishers provided with subsidy payments				
Year	Number of fishers			
	FFMC	Carlson Fish Products	Athabasca Distributing Co.	Total
2002-03	697	61	N/A	758
Baseline: 2003-04	721	88	N/A	809
2004-05	588	59	12	659
2005-06	541	19	0	560

Sources: 1) Freshwater Fish Marketing Corporation
2) Saskatchewan Northern Affairs

In 2005-06, 560 fishers accessed the subsidy program for a total of $231,000. This compares to 659 ($265,000) in 2004-05 and 809 fishers ($302,000) in 2003-04. The declining trend is due to the following:

- A lack of good ice on lake surfaces (i.e. ice not thick enough, or too much slush) in the winters of 2004-05 and 2005-06 reduced the overall commercial fish catch;
- The cost to harvest fish has increased (with the price of fuel); and,
- Given the fish market's reliance on export sales in US dollars, a stronger Canadian dollar has resulted in lower payments to fishers. (Between April 2002 and April 2005, the exchange rate for one US dollar dropped 34 cents).

All of these factors have affected the number of fishers who can afford to continue fishing, and therefore reduced the usage of the subsidy.

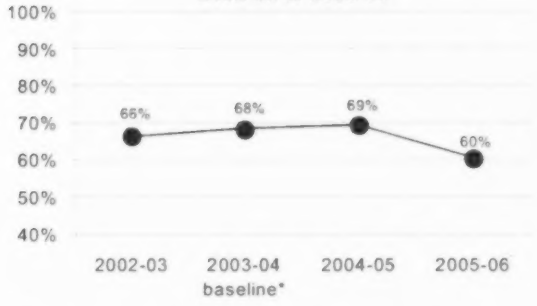
SNA commenced an evaluation of the program in 2005-06, and will continue this evaluation in 2006-07, which will include stakeholder consultations.

2005-06 Performance Results

Percentage of budgeted commercial fishing transportation subsidy utilized

The Commercial Fishing Freight Subsidy and Price Support Program helps to offset transportation costs for fishers in the NAD, particularly those fishing the most isolated lakes. Without the subsidy, many fishers would have difficulty transporting fish to be processed. These measures reflect the number of people who access the fishing subsidy and price support program.

Commercial Fishing Subsidy Utilized 2002-03 to 2005-06



Source: 1) Freshwater Fish Marketing Corporation 2) Saskatchewan Northern Affairs

The total funding available under the Commercial Fishing Subsidy Program was $445,000 in 2002-03 and 2003-04, and $385,000 in 2004-05 and 2005-06.

Goal 2 - A viable and sustainable northern economy

Objective 1 – Provide capital, business and infrastructure support in the North

Capital, business and infrastructure support provides a foundation to help make the northern economy strong and sustainable. The development of infrastructure (e.g., roads, energy and power) and the availability of financial resources better enable northerners to participate in the northern economy, and can stimulate diverse employment options and resilience to market fluctuations.

SNA made strong progress in advancing this objective in 2005-06. Funding approved under the Northern Development Agreement was the highest since inception, $5.28 million for 20 projects. Progress was also made on a $19.5 million economic development package for the Primrose Lake area, and on a major northern roads project. SNA continued to build partnerships with stakeholders to support economic growth and diversification.

Key Results

Co-ordinate investor-northern partner discussions to identify and plan prospective northern development projects and strategic business alliances, focusing on mining, forestry, tourism and infrastructure sectors. [2005-06 planned result]

- Worked with the departments of Environment and Industry and Resources to assist an Alberta company's application for Saskatchewan's first oil sands drilling program since the 1970s. SNA enabled discussions with local contacts on the proposed program and possible training, employment and business benefits.
- Continued work with the Northern Village of La Loche and the Clearwater River Dene Nation to develop an integrated Economic Development and Land Use Plan for their region.
- Continued work with Jans Bay, Cole Bay, Beauval and Ile-a-la Crosse and federal government representatives to develop an implementation plan for the $19.5 million Primrose Lake economic development package announced in March 2005.

Continue to work with Saskatchewan Environment and Saskatchewan Industry & Resources (SIR): to support further roles the Saskatchewan Forest Centre (SFC) could play in assisting northern value-added processing/ manufacturing opportunities in the commercial forest sector, and to advise specific northern partners on capturing opportunities; and work with Saskatchewan Agriculture and Food (SAF) and Saskatchewan Environment (SE) in realizing increased value of production from non-timber forest products, including through the clarification of various permitting/approval requirements. [2005-06 planned result]

- Worked with the departments of Agriculture and Food and Industry and Resources, in conjunction with Western Economic Diversification Canada, to co-ordinate $190,000 of investment in non-timber forest products through the Northern Development Agreement. Projects approved are to examine potential for:
  - Cumberland House fiddlehead ferns;
  - forest-derived essential oils;
  - burbot liver oil;

2005-06 Performance Results

- commercial uses for arbochemicals; and,
- medicinal uses of the forest fungus chaga.

- Worked on opportunities to develop value-added products, including birch syrup.
- As a board member, Northern Affairs continued to provide input into Saskatchewan Forestry Centre (SFC) initiatives.
- Initiated meetings to refine the regulatory process to obtain harvesting permits.
- Continued liaison with the Northern Forest Diversification Centre (The Pas, MB) and Royal Roads University (Victoria, BC) concerning the proposed development of a Canadian Non-Timber Forest Products Network.

Advocate and build consensus for the construction of all-season roads in the Athabasca region, and a road connector between Fort McMurray, Alberta, and Garson Lake Road, Saskatchewan to stimulate the local economies, reducing the cost of living, and improve the quality of life for residents in the areas. [2005-06 planned result]

- Saskatchewan and Alberta jointly announced construction of the Fort McMurray/La Loche road link in September 2005.
- This project is part of the $65.5 million Northern Economic Infrastructure Strategy (NEIS) that was announced in November 2005 to upgrade existing roads and build new all-season roads.
- SNA and the Department of Highways and Transportation formed a technical working committee of government departments and training agencies to advise on how to maximize northern benefits from the NEIS. Four meetings with northern groups were undertaken in March.

Plan and lead the co-ordinated delivery of investments under the Northern Development Agreement (NDA) in conjunction with provincial/federal government and northern partners. Work with partners to develop and identify strategic priorities and projects of scale leading to full commitment of NDA funds before February 2007. (Also applies to Goal 3, Objective 2) [2005-06 planned result; *2005-2006 Performance Plan Summary*]

- Twenty projects were approved in 2005-06 for a total funding commitment of $5.28 million, representing 26% of the $20 million available under the five-year agreement. Projects include:
  - $1.55 million to Northlands College for Bridges to Employment training program;
  - $1.27 million to the AEDTC for a highways improvement and training program;
  - $1.09 million for various training programs (Oilfield Safety, Continuing Care training, Physiotherapy training, Child Care Diploma and Ready to Work Tourism training);
  - $500,000 to the Northern Apprenticeship Committee for a Mobile Training Unit.

Work with northern organizations to plan and co-ordinate business forums for northern businesses, entrepreneurs and industry partners. (Also applies to Goal 1, Objective 1) [2005-06 planned result]

- The Northern Development Board Corporation (NDBC), with assistance from SNA and Western Economic Diversification Canada, held the *Westside Opportunities Identification Workshop* in Buffalo Narrows in January 2006. More than 100 people from over 25 organizations discussed oil sands employment, tourism, and opportunities for youth involvement in northern development.

Support Sask Tourism and the Northern Tourism Task Team (NTTT) in the continued development of a comprehensive northern tourism strategy framework that will provide a co-ordinated approach to northern tourism planning, marketing and development. [2005-06 planned result]

- SNA continued its support of NTTT through its participation in the West Side Tourism Group.

With Saskatchewan Property Management Corporation (SPMC), conduct an evaluation of the effectiveness of the Northern Procurement Policy. (Carry over from 2004-05) [2005-06 planned result]

- The evaluation commenced in 2004-05, but has been deferred to 2006-07 due to limited resources and other priorities.

Additional Results

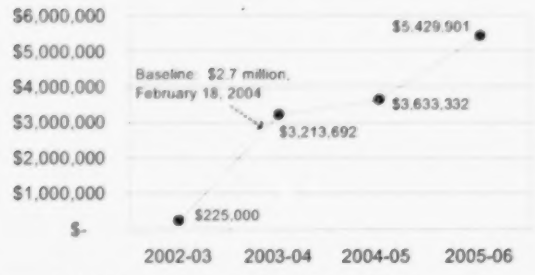
- To celebrate Saskatchewan's centennial, from June 18 to July 6, 30 teams raced 1000 km across northern Saskatchewan historical routes using voyageur canoes. SNA participated on the organizing committee, and provided an NDF grant and communication services.

2005-06 Performance Results

Measurement Results

NDA funding approved per year* (includes federal and provincial funding)

NDA Funding Approved per year 2002-03 to 2005-06



Source: Saskatchewan Northern Affairs, NDA Reconciliation

The data reflects NDA expenditures approved per year, rather than disbursed. Funds for approved projects may be disbursed in subsequent years until March 31, 2009, based on project implementation/progress.

* This measure was previously reported as *NDA funding dispersed for approved projects per year (includes federal and provincial funding)*. The name change provides greater clarity as to the data being reported (i.e. funding approved vs. disbursements, since approved funding may not necessarily be disbursed that same year). The data used remains unchanged.

In October 2002, the provincial and federal governments each committed, under the Northern Development Agreement, $10 million over five years (2002-07) to support capacity building and economic infrastructure development in the NAD. A Tripartite Management Committee, comprised of members from Northern Development Board Corporation and provincial and federal governments, oversees the NDA.

This measure shows how much funding is provided under the agreement each year. Since 2002, 39 projects with a total expenditure of $11.7 million have been approved. The first two years focused primarily on establishing the NDA delivery framework. More projects were approved in the last two years due to a streamlined application and approval process, and increased administrative and technical support in 2005-06.

Objective 2 - Increased management and ownership of businesses by northerners

The number of businesses located in the NAD and owned by northerners is indicative of the local economy's strength. Keeping a greater portion of business revenues in the Northern Administration District encourages more spending locally and reinvestment in the community.

SNA continued to make steady progress advancing this objective as northerners sought business advice and funding assistance. In addition to providing consulting advice to 74 clients, the Department continued to support three co-op developments, and advanced several co-op training and development opportunities.

Key Results

Lead and co-ordinate the development of northern co-operatives to build northern capacity, access available resources, promote northern ownership of businesses and develop housing projects. [2005-06 planned result]

- Continued to support the development of an Activity Centre co-op for youth and adults, a housing co-op and an office building co-op in La Ronge.
- Contributed to the development of *Co-operating Traplines*, a program that gives young offenders the opportunity for intensive life skills training on northern traplines.
- Delivered a governance workshop to the board of the Northern Trappers Co-op.
- Presented information at various co-op meetings and advised on business planning and operational matters.
- Set up an administrative system, with a third party service provider, to provide annual return services to all fishers co-ops, thereby meeting an identified need in this area.
- Worked with fishing co-ops on efforts to establish a fish processing plant in Saskatchewan.

Provide business/management consulting advice to potential NDF clients in order to support their business initiatives and help them to acquire financing. (Also contributes to Goal 1, Objective 2) [2005-06 planned result]

- See Goal 1, Objective 2 for results.

Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities, and First Nations to stimulate business and economic development and entrepreneurship

2005-06 Performance Results

in the NAD. (Also contributes to Goal 1, Objective 2) [2005-06 planned result; *2005-2006 Performance Plan Summary*]

- See Goal 1, Objective 2 above for results.

Provide proactive "after care service" to NDF loan clients to increase the longevity and success of NDF-funded business ventures. (Also contributes to Goal 1, Objective 2) [2005-06 planned result]

- See Goal 1, Objective 2 above for actual results.

Measurement Results

Percentage of northern businesses in NAD owned, in part or whole, by northerners

66%
[June 2005]

The June 2005 data is the new baseline for this measure. The data for this measure is gathered every two years by telephone survey; the data is due to be gathered again in June 2007. All businesses listed in the Northern Business Directory are contacted.

Increased ownership of businesses in the North by northerners is integral to building economic self-reliance. The percentage of northern businesses owned by northerners is one indicator of building a sustainable northern economy. SNA has minimal influence over this measure, but does play a supporting role through programs such as the Northern Development Fund and the facilitation of co-operative development.

A northerner is defined as someone who has lived in the Northern Administration District for 10 or more years or for more than half of his or her life.

Goal 3 - Responsive and effective government in the North

Objective 1 - Strengthened communication of government activities related to economic development in the North

Effective communication ensures the public is well-informed about available services and new programs. Northern Saskatchewan presents several communication challenges, given its sparse population spread over a large region. In addition, English is a second language for many Aboriginal northerners.

Northern Affairs used several communications vehicles to raise the profile of many programs in the North: a regular radio feature, a newsletter, a website (with links to relevant government services), local papers, and brochures. Northerners place a high value on personal meetings among various leaders, and SNA uses these opportunities whenever possible.

Good progress was made in profiling the programs and achievements of SNA and of other stakeholders. Continued efforts will be made to increase awareness of SNA's mandate.

Key Results

Develop and implement a strategic communication plan that will focus on: increasing the awareness of SNA's mandate, programs, and strategic activities; improving communication with SNA's northern economic development boards, committees, stakeholders, and partners; and, improving provincial government communications to and with northern people. [2005-06 planned result]

- Published one Northern Focus newsletter and 36 weekly radio programs. The radio program uses feature interviews to profile the work of SNA and other agencies engaged in northern development.
- Placed print advertisements and editorials in newspapers and magazines promoting: the Northern Development Fund, business consulting services, key northern industrial sectors and northern tourism.
- Prepared seven SNA news releases, and contributed to three joint news releases with other departments.
- Maintained the SNA website with current contact information and links to recent news.
- Provided communications support to:
  - Department of Highways and Transportation's Roads to Prosperity program (Northern Economic Infrastructure Strategy);
  - Saskatchewan Centennial Canoe Quest;
  - Northern Justice Symposium, and the Northern Health Conference, organized by New North (Saskatchewan Association of Northern Communities);
  - Proposed new policy (with Industry and Resources, and Environment) for the long-term

2005-06 Performance Results

maintenance of reclaimed uranium mine/mill sites on northern Crown lands;

- 12 provincial departments and Crowns on northern issues, emerging and long-term.

- Completed distribution of the Northern Development Ministers' Forum's national information package, *Focus North: Today's Opportunity, Canada's Tomorrow*.

Continue to deliver Northern Mines Monitoring Secretariat (NMMS) communications to increase northerners' awareness of the uranium sector's current operating requirements and challenges (i.e. regulatory, human resource), and its future outlook. [2005-06 planned result]

- Continued to publish *NSEQC News*, a four-page insert in the business periodical *Opportunity North*, an important communication vehicle in northern Saskatchewan.

- Other NMMS communication activities were less than anticipated because of NSEQC program changes made during the year. Revising the "You Were Asking" radio broadcast was deferred to 2006-07.

Measurement Results

Number of Northern Focus newsletters and weekly radio features

Year	Newsletters	Radio Features
Baseline: 2002-03	2	30
2003-04	1	21
2004-05	1	34
2005-06	1	36

SNA delivers various communication materials throughout northern Saskatchewan on a regular schedule. The *Northern Focus* newsletters and radio features profile provincial government services available to northerners, in addition to activities and news events impacting northerners.

This output measure is directly related to the objective of increasing SNA's profile and communicating with stakeholders, and it shows performance similar to that of 2004-05. SNA has a high degree of control over this measure.

Number of northern radio broadcasts relating to uranium development

Due to continued resource limitations, northern radio broadcasts relating to uranium development were not undertaken. The reintroduction of radio broadcasts will be reviewed in 2006-07.

To increase awareness relating to uranium developments, however, the NMMS and NSEQC used various other communication vehicles.

Distribution of NMMS/NSEQC insert in Opportunity North

Year	Distribution of insert
Baseline: 2002-04	45,000
2003-04	45,000
2004-05	49,000
2005-06	47,500

The NMMS publishes a four-page *NSEQC News* insert in *Opportunity North*, a northern periodical distributed to all households (approximately 9,500) in the NAD five times a year. This output measure is directly related to strengthening communications of NMMS and NSEQC activities.

In 2005-06, a total of 47,500 copies of the periodical were distributed across five issues, a slight reduction (1,500) from 2004-05. SNA directly influences this measure by purchasing space to produce the insert.

Number of school presentations related to uranium development:
- ***number of schools visited***
- ***number of students participating***

Year	# schools visited	# students
Baseline: 2003-04	5	153
2004-05	6	250
2005-06	1	8

SNA and Saskatchewan Environment jointly deliver presentations to schools to raise awareness of uranium developments, with a focus on environmental monitoring and the value of math and science in pursuing careers.

2005-06 Performance Results

This measure shows the number of students benefiting from communication through increased understanding of uranium developments and the actions taken to protect the environment.

Activity in this area was significantly reduced from previous years, largely due to NSEQC program changes. One school visit was made to a Northlands College class of eight (8) students.

Objective 2 – Co-ordinated and transparent delivery of government services among government departments and northern partners in the North

One of SNA's responsibilities is to improve planning and coordination of activities between provincial and federal government departments and northerners. Successful planning and coordination will increase the effectiveness of programs and initiatives.

SNA made significant progress in advancing this objective. The Department continued to encourage federal support for an abandoned uranium mines clean-up initiative. This led to a June 2005 federal government announcement of its commitment to jointly fund the project with Saskatchewan. SNA, with other co-lead departments, also contributed to the development of a new institutional control policy to address the long-term monitoring and maintenance of reclaimed mine/mill sites on Crown lands.

Key Results

Lead and manage Saskatchewan's contributions to, and participation in, the Northern Development Ministers Forum designed to advance cross-jurisdictional northern initiatives in priority areas. For 2005-06, the priority areas include northern awareness enhancement, research and innovation, recruitment and retention, northern transportation investment, maximizing the economic and social impacts from major projects in the North and education, training and employment. [2005-06 planned result]

- Represented Saskatchewan at the annual Northern Development Ministers' Forum in The Pas, Manitoba (September 2005).
- Co-ordinated Saskatchewan's contribution to the *Education, Training, and Employment Priority Project Report*, and the *Northern Canada Recruitment and Retention Contact Listing*.
- Helped advance three priority areas (northern awareness, northern transportation investment, and maximizing the economic and social impacts from major projects in the North).

Advance government planning, co-ordination and communications under the Northern Strategy. [2005-06 planned result]

- Commenced an internal evaluation of the Northern Strategy, focusing on continued relevance of the goals and objectives, progress to date, and the effectiveness of the three enabling mechanisms. Northern Affairs will continue this evaluation in 2006-07.

Pursue opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development to advance areas of mutual socio-economic interests in the northern regions of Saskatchewan and Alberta. (Carry over from 2004-05) [2005-06 planned result]

- SNA was not able to advance this key action during 2005-06 due to limited staff resources.
- This key action carries forward in 2006-07.

Building on Saskatchewan's financial commitment and specific site characterization work in 2004, conclude a Canada-Saskatchewan joint funding agreement to enable further work toward the clean-up of abandoned northern Saskatchewan uranium mine/mill sites. [2005-06 planned result; *2005-2006 Performance Plan Summary*]

- Northern Affairs' lead efforts since 2002, with the support of Saskatchewan Industry and Resources (SIR) and Saskatchewan Environment, resulted in the federal government's June 2005 commitment to cost-share the estimated $24.6 million clean-up of abandoned uranium mine/mill sites in northern Saskatchewan. SIR has assumed responsibility, along with its federal counterpart, for concluding the joint funding agreement.
- With SIR, continued to build on initial site characterization work at the former Gunnar mine through a 2005-06 contract with the Saskatchewan Research Council (SRC).
- Northern Affairs will continue to work closely with SIR and SRC to maximize northerners' training,

2005-06 Performance Results

employment and business opportunities arising from delivery of the project.

Negotiate and administer northern mineral surface lease agreements with industry to: (1) continue effective, efficient and co-ordinated government support for future development of the northern mineral sector; and (2) reinforce provincial regulatory control in the areas of environmental protection and occupational health and safety of workers. [2005-06 planned result]

- Negotiated a new 15-year surface lease with Jolu Development Corporation for the Jolu site, a former gold mine/mill complex.
- Continued negotiations with Cameco on a new surface lease for the Beaverlodge site (a former legacy uranium mine site).
- Provided feedback on various northern resource development project proposals, thereby providing early identification of opportunities for northern benefits. Proposals included:
  - A test mine for the proposed Wapaw Bay leonardite project near La Ronge;
  - An underground bulk sample program near Claude Resources' existing Seabee gold operation;
  - The proposed establishment of a new silica sand quarry close to Highway #106 and the decommissioning of an existing silica sand project adjacent to Hanson Lake;
  - AREVA/Cogema Resources Inc.'s proposal to change the method of development of its Midwest uranium project; and,
  - Two proposals for a new oil sands drilling program north of the Clearwater region.
- Surface lease administration focused on regular liaison with companies and provincial regulatory departments (Environment, and Industry and Resources).

Identify and advance, with colleague departments and agencies, further improvements to Saskatchewan's northern mining policy and procedural framework to encourage more investment in future developments and stimulate greater socio-economic benefits for northerners. [2005-06 planned result]

- Advanced, with SIR and SE, a new institutional control policy to address the long-term monitoring and maintenance of reclaimed mine/mill sites on Crown lands. The new policy should help to attract increased investment, as companies will be more certain of their obligations surrounding decommissioning.
- Developed options, for review by provincial regulatory and developmental agencies, regarding needs for surface rights for short-term mining developments.
- Worked with Government Relations, SE and SIR to identify mining industry interests surrounding a proposed increase to the industrial and commercial mill rate in the NAD.
- The Department also provided input to:
  - Proposed amendments to *The Mineral Disposition Regulations, 1986* and *The Mineral Exploration Incentive Regulations*;
  - The provincial Green Strategy;
  - New draft policy on Crown Resource Land Management;
  - Proposed new Regulatory Enhancement Strategy; and,
  - Revised provincial surface water quality objectives.

2005-06 Performance Results

Promote northern forest sector clients' and partners' increased appreciation/awareness of regulatory, policy and trade-based requirements and challenges surrounding the establishment and expansion of processing and manufacturing facilities. [2005-06 planned result]

- SNA will no longer pursue this key action, as other agencies have played a major role in educating Saskatchewan's forest sector businesses on the complexities and risks in this sector.
- Softwood lumber trade talks have resulted in the forestry industry becoming more familiar with the issues.

Measurement Results

Number of Tripartite Management Committee (TMC) meetings held to advance the Northern Development Agreement (NDA)

Number of TMC meetings	
Year	**Number of meetings**
2003-04 (baseline)	3
2004-05	6
2005-06	5

The Tripartite Management Committee oversees the management of the NDA. The committee is comprised of two members each from the NDBC and provincial and federal governments. The NDA is a complex agreement, involving many partners in its delivery. Frequent and effective communication among partners is required to ensure smooth delivery of the agreement.

In 2005-06 the TMC met five times compared to six meetings in 2004-05 and three in 2003-04.

This output measure demonstrates more opportunities for NDA projects to be approved throughout the year.

2005-06 Financial Results

Summary of Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and subprogram. Variance explanations are provided for all variances that are greater than $50,000.

Subvote	2005-06 Estimates ($000s)	2005-06 Actual ($000s)	Variance Over/ (Under) ($000s)	Notes
Central Management and Services (NA01):	1,278	1,506	228	
Minister	443	460	17	
Deputy Minister	269	372	103	1
Human Resources Services	96	79	(17)	
Financial and Central Services	209	207	(2)	
Accommodation – Regina Office	109	124	15	
Administration – Regina Office	152	264	112	2
Northern Strategy (NA03):	914	863	(51)	
Planning, Policy & Program Evaluation	314	281	(33)	
Northern Development Agreement	550	532	(18)	
Northern Development Board Corporation	50	50	0	
Resources and Economic Development (NA04):	3,288	2,815	(473)	
Business Programming and Financial Services	1,544	1,434	(110)	3
Resource and Policy Development	447	482	35	
Northern Development Fund	512	476	(36)	
Northern Development Fund – Loan Loss Provision	400	181	(219)	4
Northern Commercial Fish Subsidy	385	242	(143)	5
Total Appropriation	5,480	5,184	(296)	
Amortization	0	0	0	
TOTAL EXPENDITURES	5,480	5,184	(296)	

Explanation of Major Variances

1. Reflects eight grants provided under *The Government Organization Act* and *The Northern Affairs Act*.
2. Reflects a funding shortfall for information technology services.
3. Reflects savings due to three vacant positions and under-spending.
4. Reflects lower allowance required for NDF loans.
5. Reflects less demand for fish subsidy due to fishing conditions.

For More Information

If you would like to obtain further information, ask questions or provide comments on the Annual Report, or would like additional copies, please contact:

Communications Director
Saskatchewan Northern Affairs
Box 5000
LA RONGE, SK
S0J 1L0
306-425-6669

For further information relating to the department's programs, please visit us online at:
http://www.northern.gov.sk.ca

Appendix A:
Northern Administration District Map

Northern Administration District (NAD)

Source: Saskatchewan Learning, La Ronge, SK
May 2002

Appendix B: Glossary

Commercial Fishing and Freight Subsidy and Price Support Program: Provides financial support for the commercial fishing industry in northern Saskatchewan through two components: a freight subsidy and a price support mechanism. The freight subsidy helps equalize transportation costs for fishers from different regions throughout the North. The price support mechanism compensates for reduced market prices or increased operating costs.

Mineral Surface Lease Agreement: All mining companies operating in the North are required to negotiate a surface lease agreement with the provincial government every time they plan a new project. The agreement provides the proponents with land tenure, and ensures adequate provincial regulatory control over environmental protection, and worker health and safety. Through separate Human Resource Development Agreements, the Surface Lease Agreements also address training, employment, business, and other socio-economic benefits from northern mining operations.

Northern Administration District (NAD): Geographic area described in the *Northern Municipalities Act*. A map of the NAD can be found in Appendix A.

Northern Development Accord: Memorandum of understanding that will provide for the development of a strategic framework to guide the efforts of federal and provincial governments and northern communities to improve the living conditions and enhance the economic opportunities available to northerners. The first funded initiative under the Accord is the Canada-Saskatchewan Northern Development Agreement.

Northern Development Agreement: Agreement to promote and support sustainable economic development for northern Saskatchewan and encourage the full participation of Northerners in the Saskatchewan economy. The Agreement includes funding of $20 million over a five-year period, cost shared equally by the governments of Canada and Saskatchewan.

Northern Development Board Corporation: Provides advice and recommendations on initiatives and priorities to achieve the vision and goals of the Northern Development Accord, and complements the roles of existing northern bodies leading to improved government decision-making for northern Saskatchewan. Board representation includes two members each from New North, Athabasca Economic Development and Training Corporation, Meadow Lake Tribal Council, Prince Albert Grand Council, and four members from the Métis Nation of Saskatchewan.

Northern Development Fund: Fund established in February 1995 to stimulate and support economic and business development in northern Saskatchewan, and to encourage diversification and job creation. The fund provides: 1) commercial loans to northern business; 2) primary production loans to trappers, commercial fishers and wild rice growers; 3) grants for marketing, research and development; organizational development and business skills training; financial support to northern youth entrepreneurs for business skill development.

Northern Hire Policy: Policy to enhance employment opportunities for northerners within the northern operations of Executive Government. To be considered a "northerner" for the purposes of this policy, an applicant will have lived in the Northern Administration District for ten (10) years or one-half (1/2) of his or her life.

Northern Mines Monitoring Secretariat: Saskatchewan provincial agency, chaired by SNA, dedicated to acquiring and disseminating information about Saskatchewan's uranium mining industry and co-ordinating activities of the Northern Saskatchewan Environmental Quality Committee. Current membership of the NMMS includes provincial departments with regulatory and developmental roles in the uranium industry, and the federal Canadian Nuclear Safety Commission.

Northern Review Board: Board that oversees the Northern Development Fund, composed of experienced business people, leaders and professionals from various northern communities. The Board advises government on policies, programming, and administration of the fund. Members review and make recommendations on NDF loan applications of more than $25,000, and act as an appeals board on smaller loans that may be declined by NDF administrators.

Northern Strategy: An agreed statement of goals and objectives for further social, economic and political development in the NAD. The Strategy includes three "enabling mechanisms" - new

Appendix B: Glossary

measures intended to support the Strategy's goals and objectives. They are: a Northern Development Board, a Strategic Opportunities Assessment, and a Northern Development Agreement.

Northern Saskatchewan Environmental Quality Committee: Vehicle to receive perspectives from, and communicate information to, northern communities on environmental protection, worker health and safety, and socio-economic performance in the uranium mining industry. The NSEQC has, since 1995, acted as a communication bridge between northerners, the uranium industry, and regulators of the industry, and is comprised of 32 representatives of "impact communities" as defined in the Human Resource Development Agreement negotiated for each mine.

Northern Saskatchewan Tourism Task Team: A co-ordinating body comprised of representatives from the northern tourism industry, community and regional development interests, SNA, SE, Aboriginal Business Canada, and Tourism Saskatchewan. It was created in the spring of 1998 by SNA as a follow-up to the Forum '98 Northern Business conference.

Northwest Regional Development Council: The Northwest Regional Development Council was developed to serve as an advisory body to the Minister of Northern Affairs. Individuals are appointed to the Council by the Minister of Northern Affairs for the period of one year.

Regional Development Corporations: Vehicles that enhance regional and business development opportunities in the Northern Administration District.

Tripartite Management Committee: Management body overseeing the Northern Development Accord and Agreement. Consists of two representatives each from the Northern Development Board Corporation (NDBC), and the provincial and federal governments.

Westside Tourism Group: A group of tourism stakeholders from the communities of Beauval, Buffalo Narrows, Canoe Lake, Dillon, Green Lake, Ile a la Crosse, La Loche, and Turnor Lake, and representatives from Northern Saskatchewan Tourism and SNA. The purpose of the group is to identify a regional tourism strategic plan for the northwest region of Saskatchewan, build capacity and form partnerships.

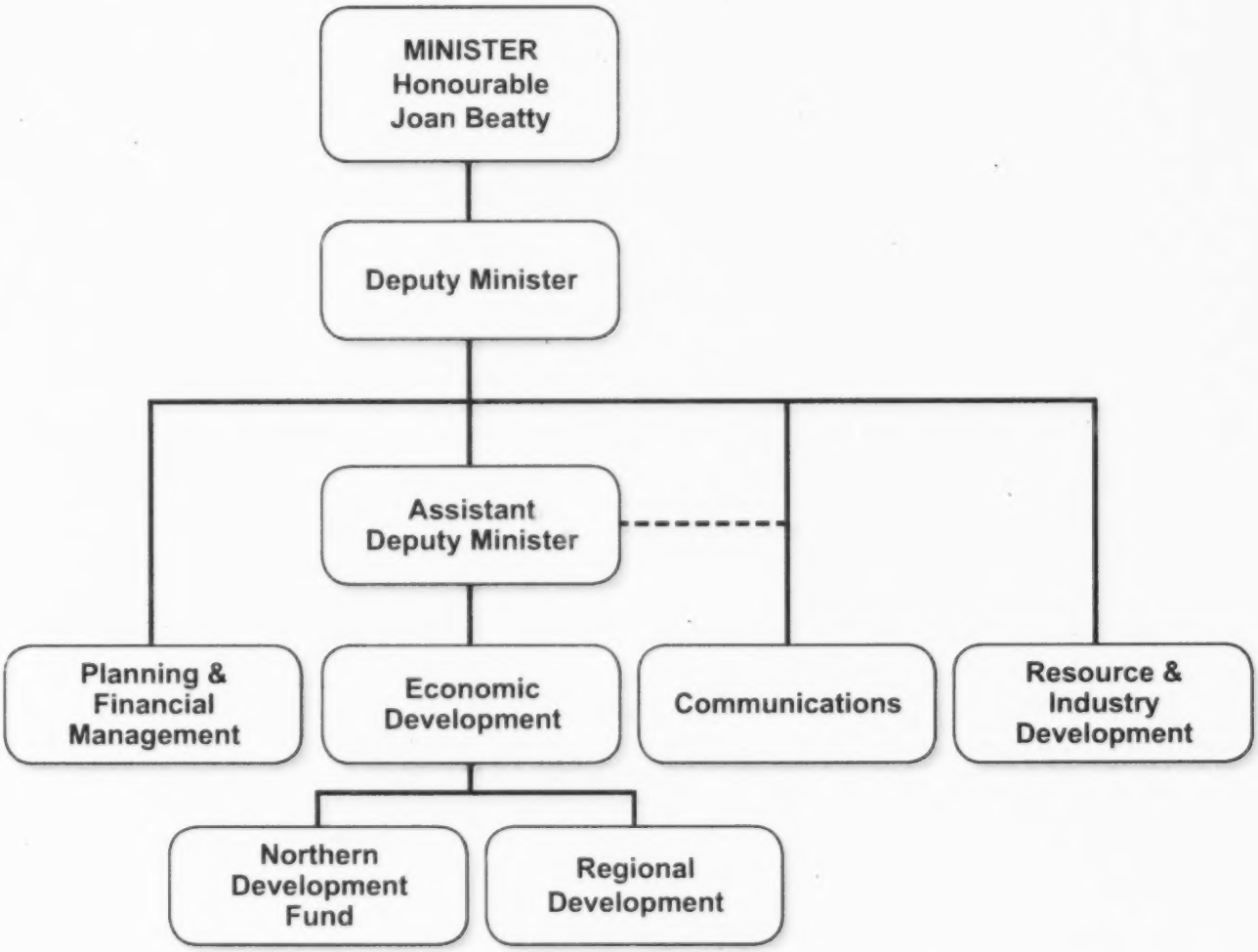
Appendix B: Glossary

Acronyms

AEDTC	Athabasca Economic Development and Training Corporation
CCEDC	Central Cree Economic Development Corporation
CNSC	Canadian Nuclear Safety Commission
CRDC	Creighton Regional Development Corporation
CVMPP	Community Vitality Monitoring Partnership Process
FFMC	Freshwater Fish Marketing Corporation
FTE	Full-Time Equivalent
NAD	Northern Administration District
NDA	Northern Development Agreement or Northern Development Accord
NDBC	Northern Development Board Corporation
NDF	Northern Development Fund
NDMF	Northern Development Ministers Forum
NEDA	Northeast Economic Development Association
NLMC	Northern Labour Market Committee
NMMS	Northern Mines Monitoring Secretariat
NRB	Northern Review Board
NSEQC	Northern Saskatchewan Environmental Quality Committee
NTFP	Non-Timber Forest Products
NTTT	Northern Saskatchewan Tourism Task Team
NWCWP	Northwest Community Wood Products
NWRDC	Northwest Regional Development Council
PPAC	Provincial Planning and Accountability Committee
RDC	Regional Development Corporation
SCFL	Saskatchewan Fisheries Co-operative Ltd.
SE	Saskatchewan Environment
SFC	Saskatchewan Forestry Centre
SIR	Saskatchewan Industry and Resources
SNA	Saskatchewan Northern Affairs
SRC	Saskatchewan Research Council
SPMC	Saskatchewan Property Management Corporation
TMC	Tripartite Management Committee
WD	Western Economic Diversification Canada
WWRDC	Woodlands and Waterways Regional Development Corporation

Appendix C:
Organizational Chart

as of March 31, 2006



Appendix D:
Performance Measure Matrices

Northern Regions Represented on Northern Review Board

	2002-03	2003-04	2004-05	2005-06
Athabasca Region	1	1	1	1
Central Region	1	2	2	2
East Side	2	3	3	3
West Side	2	3	3	3

Communities by Northern Regions (as Defined for the Northern Review Board)

Athabasca	Central	East	West	
Black Lake	Air Ronge	Creighton	Bear Creek	Green Lake
Camsell Portage	Brabant Lake	Cumberland House	Beauval	Ile a la Crosse
Fond du Lac	Grandmother's Bay	Cumberland House Cree Nation	Black Point	Jans Bay
Stony Rapids	Hall Lake	Denare Beach	Buffalo Narrows	La Loche
Uranium City	Kinoosao	Deschambault Lake	Canoe Narrows	Michel Village
Wollaston Lake	La Ronge	Pelican Narrows	Cole Bay	Patuanak
	Missinipe	Sandy Bay	Descharme Lake	Sled Lake
	Montreal Lake	Sturgeon Landing	Dillon	St. George's Hill
	Pinehouse		Dore Lake	Turnor Lake
	Southend		Garson Lake	
	Stanley Mission			
	Timber Bay			
	Weyakwin			

Organizations/Entities represented on Northern Development Board Corporation

	2002-03	2003-04	2004-05[6]	2005-06
Saskatchewan Association of Northern Communities (New North)	2	2	2	2
Métis Nation of Saskatchewan	4	4	4	4
Prince Albert Grand Council	2	2	2	2
Meadow Lake Tribal Council	2	2	2	2
Athabasca Economic Development and Training Corporation	2	2	2	2

[6] As of March 31, 2005, two stakeholder groups were in the process of appointing new representatives to fill vacant seats: (1) MLTC – one seat; and (2) PAGC – one seat. The seats were filled for the majority of 2004-05.

Appendix D:
Performance Measure Matrices

Northern Communities represented on Northern Saskatchewan Environmental Quality Committee

Chart includes only communities that qualify to be on the NSEQC as "impact communities" defined by each uranium mine's Human Resource Development Agreement.

	2002-03[7]	2003-04[8]	2004-05	2005-06
Air Ronge	1	1	1	1
Beauval	1	1	1	1
Black Lake First Nation	1		1	1
Brabant Lake	1	1	1	1
Buffalo Narrows	1	1	1	1
Camsell Portage	1	1	1	1
Cumberland House	1	1	1	1
Cumberland House Cree Nation	1		1	1
Denare Beach	1	1	1	1
Dillon (Buffalo River Dene Nation)	1	1	1	1
Fond du Lac Denesuline Nation	1	1	1	1
Green Lake	1	1	1	1
Ile a la Crosse	1	1	1	1
Jans Bay	1	1	1	1
La Loche	1	1	1	1
Clearwater River Dene Nation		1	1	1
La Ronge	1	1	1	1
Lac La Ronge Indian Band	1	1	1	1
Michel Village	1	1	1	1
Montreal Lake First Nation	1	1	1	1
Patuanak	1	1	1	1
English River First Nation	1	1	1	1
Pinehouse	1	1	1	1
Sandy Bay	1	1	1	1
Peter Ballantyne Cree Nation	1	1	1	1
Southend		1	1	1
St. George's Hill	1	1	1	1
Stony Rapids	1	1	1	1
Turnor Lake (Birch Narrows First Nation)	1	1	1	1
Uranium City	1	1	1	1
Weyakwin	1	1	1	1
Wollaston (Hatchet Lake First Nation)	1	1	1	1
TOTAL	**30**	**30**	**32**	**32**

[7] In 2002-2003, the NSEQC had 31 member communities, but Southend did not have an individual to represent it.
[8] In 2003-2004, the NSEQC had 32 member communities; two communities did not have individuals to represent them.

Appendix D:
Performance Measure Matrices

Northern Communities on the Northwest Regional Development Council and Regional Development Corporations

	Northwest Regional Development Council			Athabasca Economic Development and Training Corporation		Central Cree Economic Development Corporation		Woodlands and Waterways Regional Development Corporation		Creighton Regional Development Corporation		Northeast Development Association	
	03-04	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
NORTHWEST REGION													
Bear Creek													
Beauval	3	3	3										
Black Point													
Buffalo Narrows	3	2	2										
Canoe Narrows	1	1	1										
Cole Bay	1	1											
Descharme Lake													
Dillon (Buffalo River First Nation)													
Dore Lake													
Garson Lake													
Green Lake	1	1	1										
Ile a la Crosse	2	1	2										
La Loche	2	1	1										
Clearwater River Dene Nation			1										
Michel Village			1										
Patuanak (English River First Nation)													
Pinehouse	1	1	1										
Sled Lake													
St. George's Hill													
Turnor Lake (Birch Narrows First Nation)	1	1											
ATHABASCA REGION													
Black Lake First Nation				1	1								
Camsell Portage				1	1								
Fond du Lac First Nation				1	1								
Stony Rapids				1	1								
Uranium City				1	1								
Wollaston				1	1								
Hatchet Lake First Nation				1	1								

Appendix D:
Performance Measure Matrices

Northern Communities on the Northwest Regional Development Council and Regional Development Corporations

	Northwest Regional Development Council			Athabasca Economic Development and Training Corporation		Central Cree Economic Development Corporation		Woodlands and Waterways Regional Development Corporation		Creighton Regional Development Corporation		Northeast Development Association	
	03-04	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
MONTREAL LAKE REGION													
Montreal Lake First Nation						2	2						
Timber Bay						2	2						
Weyakwin						2	2						
LA RONGE REGION													
Air Ronge								2	2				
Brabant Lake													
Grandmother's Bay													
Hall Lake													
La Ronge								2	3				
Lac La Ronge Indian Band									1				
Missinipe													
Stanley Mission													
CREIGHTON-DENARE BEACH REGION													
Creighton										6	4		
Denare Beach													
Other parties[9]											3		
NORTH EAST REGION													
Cumberland House													
Cumberland House Cree Nation													1
Deschambault Lake												1	1
Kinoosao													
Southend													
Pelican Narrows (Peter Ballantyne)										1		1	1
Pemican Portage												1	
Sandy Bay												1	1
Sturgeon Landing													
TOTALS	**15**	**12**	**13**	**7**	**7**	**6**	**6**	**4**	**6**	**7**	**7**	**4**	**4**

[9] Includes one representative each, from: Creighton School Board, Northlands College and Peter Ballantyne Cree Nation.